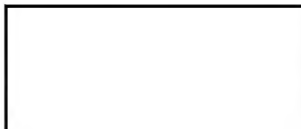


20 June 1973

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MEMORANDUM FOR:



SUBJECT:

Exploratory Session on IC Staff  
Managerial Planning

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1. [redacted] will be here on Friday of this week to consult with IC Staff re our managerial planning. The session will be in the tank from 1000 to 1200 and generally restricted to IC Staff issues. We are searching for ways to be responsive to suggestions made by Andy Marshall on Organizational Development.

2. Clearances have not yet been provided, so the discussion will need to be more general than we'd like. Addressees are invited to suggest topics for discussion. Among the items we may wish to cover are the following:

(a) Success in measuring manpower productivity in research organizations and identification of specific change agents useful to the process.

(b) Further elaboration of how he sees implementing a "management by objectives" approach and the anomalies between this approach and earlier PPB and participative management concepts. We hope to probe for specific industrial experience with management by objectives.

(c) In our analytic efforts and in our data base developments, IC has tended to accommodate trend data, historical in nature and not dynamic. Changes in programs and resource levels are then explained in terms of this data and recollection of pressures at the time. The arguments between the systems dynamics people (the futurists) and the econometricians (the regression analysts) on the value of trend vs. "big systems"

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projections [redacted] raise the real world issue of "How one can best apply these concepts, if at all, in organizational and resource planning?" as limited in the National Intelligence Program. We hope to probe [redacted] come on this subject, particularly in terms of the applications of the analytic approaches in specific industry groups and get some feel of his notions of who the so-called experts are.

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3. The session is intended to be nonstructured - a give and take. Specific memo of record will be kept. Addressees are invited to bring along staff. Please advise [redacted] by c. o. b. Thursday on planned attendances.

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cc:

[redacted]

[redacted]